

# Development

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## MISSION STATEMENT

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The City of Norfolk's Department of Development strives to create wealth for the city with a customer driven approach that promotes wealth growth and wealth importation. It is wealth creation that will allow the Department of

Development to contribute positively to the City of Norfolk's status as a great place to live, work, learn, and play.

## DEPARTMENT OVERVIEW

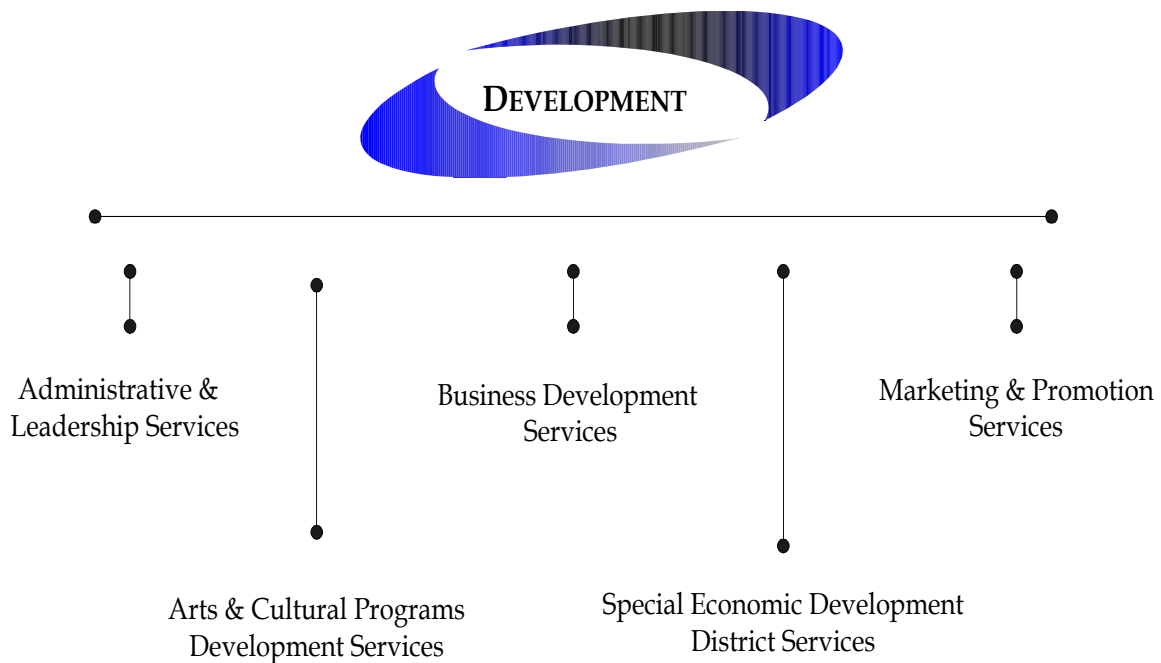
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The Department of Development focuses on the attraction, retention, and expansion of businesses in our City. The Department has adopted an industry specific approach to grow our existing business base, thereby increasing revenues for the City and creating new employment opportunities for our citizens.

Special District programs, such as the Empowerment Zone, Enterprise Zone, and HUB

Zone programs provide federal, state, and local incentives for new and existing businesses located in targeted areas throughout the City.

The Department also provides support to local cultural organizations to facilitate community outreach to enrich cultural amenities and enhance the quality of life for our citizens.



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## BUDGET HIGHLIGHTS

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- ♦ The total FY04 approved budget for the Department of Development is \$1,872,800. This net increase of \$280,100, over FY03 funds increases for salaries and benefits, as well as an adjustment for turnover. The budget incorporates four (4) positions added during FY03 costing \$153,220, provides for the city's retirement increases of \$98,052, and other minor increases were offset with a reduction of \$25,000 in travel.
- ♦ Public Relations Editorial strategy and support for publications such as Urban Land, Shopping Center Today, Restaurant Business, Retiree and others to promote how and why our high market ratings etc.
- ♦ Targeted Developer/properties Direct Marketing campaigns - strategy is to generate competitive proposals using trade magazine

classified advertising, image ads, project binders.

- ♦ Small Business Expo - Comprehensive guide to services/special assistance available to assist in creation and expansion of Norfolk businesses. "In the Zone" possible signage in districts, etc., attention to workforce development issues.
- ♦ Defense Contractors - identify and market to with HUB Zone info.
- ♦ Direct Mail postcard/poster campaign.
- ♦ Norfolk Arts Magazine support, Believers Campaign to go City-wide.
- ♦ Ford's 100<sup>th</sup> Anniversary, Vehicle Launch, celebration and press.
- ♦ Minority Business attraction, including a joint initiative with the City of Portsmouth.

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## KEY GOALS AND OBJECTIVES

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Work with the existing businesses, local business organizations, and neighborhood civic leagues to enhance the business and neighborhood commercial corridors.

Assisting local arts and cultural organizations that promote the arts throughout the community.

Continue to develop our Small, Minority, and Women - Owned Business Program.

Increase the tax base by attracting new businesses to our city that complement our existing industrial and business strengths and assisting existing businesses with their expansion needs.

Identify and facilitate land redevelopment opportunities.

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## PRIOR YEAR ACCOMPLISHMENTS

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- ♦ Addy Award for Believers Campaign.
- ♦ Expansions of \$43.28 million, 74,5000 sqft; 433 employment - Ford expanded by \$25 million; 250 other companies contributing include Marine Hydraulics, WR Systems, Metro Machine, Nash Finch, Alliance Technologies, Brickstone and Blackhawk Industries
- ♦ ULI Study for Atlantic City and Harbor's Edge Project Development

- ♦ Ocean View HarborWalk redevelopment of Delmar.
- ♦ Granby District continues to fill
- ♦ Housing Initiative
- ♦ Accolades of 2002 - The Top Ten 2<sup>nd</sup> Best Commercial Market in U.S. - Moody's -- #1 Department Stores Sales - ICIS -- Number 1 in Hotel occupancy and ACR -- Number 1 Airport in passenger growth -- Top 10 places for expansion.

## Expenditure Summary

	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 BUDGET	FY2004 APPROVED
Personnel Services	948,349	1,053,441	1,006,800	1,327,500
Materials, Supplies and Repairs	17,254	22,696	18,500	20,800
General Operations and Fixed Costs	636,928	631,338	567,400	524,500
Equipment	284,029	0	0	0
<b>Total</b>	<b>1,886,560</b>	<b>1,707,475</b>	<b>1,592,700</b>	<b>1,872,800</b>

## Programs & Services

	FY2002 ACTUAL	FY2003 APPROVED	FY2004 APPROVED	FULL-TIME POSITIONS
<b>ADMINISTRATIVE &amp; LEADERSHIP SERVICES</b>	<b>776,068</b>	<b>638,000</b>	<b>783,700</b>	<b>8</b>
Provide leadership, coordination and management of the economic development programs of the City of Norfolk				
<b>BUSINESS DEVELOPMENT SERVICES</b>	<b>459,311</b>	<b>464,000</b>	<b>605,900</b>	<b>9</b>
Provide focused, sector-specific expertise for attracting new business development and assisting in the expansion of existing businesses.				
<b>ARTS &amp; CULTURAL PROGRAMS DEVELOPMENT SERVICES</b>	<b>58,488</b>	<b>52,800</b>	<b>62,200</b>	<b>1</b>
Coordinate the City's arts and cultural development assistance programs, and liaison with City arts organizations.				
<b>SPECIAL ECONOMIC DEVELOPMENT DISTRICT SERVICES</b>	<b>86,719</b>	<b>107,500</b>	<b>112,800</b>	<b>1</b>
Coordinate and administer work directed to the department to assist in the delivery of Empowerment Zone initiatives. Provide support as needed to the Enterprise Zone programs.				

## Programs & Services

	FY2002 ACTUAL	FY2003 APPROVED	FY2004 APPROVED	FULL-TIME POSITIONS
MARKETING & PROMOTION SERVICES	326,889	330,400	308,200	1
Coordinate and implement marketing and advertising initiatives promoting the City as a business location.				
<b>Total</b>	<b>1,707,475</b>	<b>1,592,700</b>	<b>1,872,800</b>	<b>20</b>

## Strategic Priority: Economic Development, Community Building, Regional Partnerships

### TACTICAL APPROACH:

Increase the City's economic base over the prior business tax base.

PROGRAM INITIATIVES	FY01	FY02	FY03	FY04	Change
Businesses attracted to City	30	30	32	30	-2
Business expansions in City	30	30	30	30	0
Increase business tax base	3.00%	2.70%	2.70%	3.00%	0.30%

### TACTICAL APPROACH:

Increase the utilization of Norfolk's real estate

PROGRAM INITIATIVES	FY01	FY02	FY03	FY04	Change
Expand commercial tax base	3.00%	2.70%	2.70%	3.00%	0.30%

### TACTICAL APPROACH:

Promote regional, national and international awareness of Norfolk's strategic advantage as a culture and business center of the southeastern coastal region

PROGRAM INITIATIVES	FY01	FY02	FY03	FY04	Change
Technical assistance to arts organizations	80	60	60	60	0
Arts within reach average attendance	70	80	80	80	0
Sustain growth in major arts organizations' cumulative budgets	7%	7%	7%	7%	0

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY03 Positions	Change	FY04 Positions
Administrative Analyst	MAP08	39,572	63,258	1		1
Administrative Secretary	OPS09	27,273	43,604	1		1
Administrative Technician	OPS08	25,206	40,295	2		2
Arts Manager	SRM03	42,844	75,405	1		1
Assistant Director, Marketing	SRM06	50,955	89,681	1		1
Assistant Director Development	SRM08	57,605	101,385	1		1
Business Development Manager	SRM04	45,328	79,779	6		6
Director of Development	EXE03	73,210	126,601	1		1
Manager of Special Districts& Programs	SRM03	42,844	75,405	1		1
Office Assistant	OPS03	17,236	27,557	1		1
Senior Projects Manager	SRM03	42,844	75,405	1		1
Senior Business Development Manager Commercial	SRM04	45,328	79,779	1		1
Senior Business Development Manager Maritime	SRM04	45,328	79,779	1		1
Senior Business Development Manager Finance	SRM05	48,026	84,525	1		1
<b>Total</b>				<b>20</b>		<b>20</b>

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